Policy and Adjudicative Tribunals Division

# Ine Path Forward

2014-2019 Strategic Plan

June 2014

Ministry of the Attorney General



APR 1 8 2016

MINISTRY OF THE ATTORNEY GENERAL LAW LIBRARY

Policy and Adjudicative Tribunals Division

# Ine Path Forward

2014-2019 Strategic Plan



#### **Table of Contents**

Message from Assistant Deputy Attorney General	Page 3
Who We Are	Page 4
Our Environment	Page 6
Ministry Vision, Mission, Priorities and Strategic Goals	Page 8
Our Strategic Priorities	Page 9
Strategic Priorities, Activities, and Success Indicators	Page 10
Policy and Adjudicative Tribunals Organizational Chart	Page 14
Launch of The Path Forward	Page 15
Acknowledgement	Page 16



#### Message from Irwin Glasberg

#### **Assistant Deputy Attorney General**

The Policy and Adjudicative Tribunals Division is responsible for critical work in the spheres of tribunal partnerships, policy development and Aboriginal relations that contributes in a fundamental way to the justice system in this province. It is staffed by a highly accomplished group of professionals with whom I am proud to work.

I am pleased to bring you the division's first Strategic Plan, *The Path Forward*, to which every member of the division contributed directly. This plan will provide us with a common focus, shared values, clear direction and specific results to achieve. My goal is for all of us to use this Plan to guide our work in the coming years.

The four strategic priorities we have identified illustrate the broad and challenging nature of our work: outcome driven and evidence-based policy development; collaborative partnerships that seek to modernize the administrative justice system; collaboration with Aboriginal partners to address justice issues affecting Aboriginal Peoples; and fostering a professional and respectful workplace that strives to deliver client-focused, quality service.

The Path Forward will help guide our activities as a division, both ensuring and demonstrating how our work supports the ministry's vision of an innovative, sustainable and responsive justice system and it will contribute to the three key ministry priorities of modernization, capacity-building and accountability.

At our divisional strategic planning session, attended by all staff, the Deputy noted that the biggest challenge as a ministry is determining how to meet the evolving needs of the public. To address that challenge effectively, we need to do two things: choose among competing priorities through a process of collective decision-making and consensus-building and holding ourselves accountable by measuring and tracking results.

I hope that as you review this Plan, you will see that we are on the path to achieving these objectives.

Irwin Glasberg
Assistant Deputy Attorney General



## Who We Are

#### **Our Organization**

Our division is responsible for maintaining and enhancing the policy foundation for the Ministry of the Attorney General (MAG), playing a leadership role in support of Ontario's administrative justice system and collaborating with Aboriginal partners regarding justice issues affecting Aboriginal Peoples.

Specifically, the division supports the policy and legislative agenda of MAG, provides strategic, legal and corporate policy advice and expertise, manages relationships and creates partnerships with the ministry's adjudicative clusters/tribunals and works to enhance the ministry's capacity to address systemic barriers related to Aboriginal Peoples. We also collaborate with ministry divisions and other justice ministries to coordinate Federal/Provincial/Territorial (FPT) relations on justice sector issues.

#### Our People

Our people are our most valuable resource. They bring a diverse set of skills and expertise to address a wide range of issues in order to accomplish the ministry's goals.

#### **Our Partners and Stakeholders**

We recognize that our collective efforts towards achieving an innovative, sustainable and responsive justice system will be achieved through meaningful collaboration with our partners and stakeholders, both internally and externally. These include our colleagues and partners from across the ministry and the Ontario Public Service (OPS), adjudicative tribunals, Aboriginal communities and organizations, self-regulated professions and other levels of government.

#### **Our Clients**

We provide a variety of justice services internally and externally to a diverse group of clients with a broad range of needs and interests. Our services aim to ensure that the administration of justice is responsive and fair for the benefit of a wide spectrum of clients.



#### **Our Core Purpose**

The core purpose of the Policy and Adjudicative Tribunals Division (PATD) articulates the "why" behind what we do, defines our credibility and establishes loyalty and trust with those we work with and for.

The core purpose of the division is to:

Support a modern and sustainable justice system that is responsive and fair to the changing needs of Ontario's diverse population.

#### Respect

Inclusion

#### Collaboration

Trust

Diversity

#### **Fairness**

#### Our Values

Whether we are aware of it or not, our everyday work is founded on a set of core values which guide us in all we do and in our interactions with clients, stakeholders and partners. These values are the standards to which we hold ourselves accountable and give us a sense of pride in our work.

While we are guided by the established value frameworks of the OPS (trust, fairness, diversity, excellence, creativity, collaboration, efficiency, responsiveness) and the ministry (excellence, inclusion, collaboration, courage, respect, accountability, integrity), the following values resonate most with the culture of our division: respect, collaboration, fairness, creativity, excellence, proactivity and responsiveness.

These values not only support our core purpose, but also reflect the work ethos and diversity within PATD. We strive to promote and demonstrate these values in our day to day relationships and rely on them to serve as constant reminders of how we wish to conduct ourselves as public servants.

Accountability

#### Creativity

Integrity

#### Excellence

Efficiency

#### Proactivity

Courage

#### Responsiveness



# **Our Environment**

Our environment is constantly evolving. Every day we encounter multiple challenges and opportunities that impact what we do as a division. Planning for the future means making critical linkages between issues and challenges that impact the work we do today and creating fiscally sustainable and innovative solutions to help us deliver our mandate tomorrow. Being proactive, transparent and responsive will allow us to mitigate risks and help ensure that the people of Ontario receive a high quality of service and value for money. Anticipating these factors puts us on a track to creating an environment that is proactive and responsive.

Below are key environmental factors that impact the work of PATD:

Socio-Demographic The workplace and its culture are changing. A large proportion of the population is retiring and many new graduates and new Canadians are entering the workforce. We increasingly depend on real time information, quick decisions, less hierarchy and measurable outcomes. Supporting and transitioning to a modern, responsive and robust workforce will enable us to welcome and accommodate new perspectives. A key enabler to a successful transition is to address attrition by attracting and retaining a workforce that is reflective of the diversity in Ontario and encouraging personal and professional growth.

Collaboration & Synergies

The success of the division is dependent on creating synergies within PATD branches, in concert with MAG divisions and across ministries, agencies and partner organizations. Exploring and putting in place innovative and collaborative approaches to service delivery will allow us to work seamlessly with our partners.

Economic Environment

As we work with our partners across Ontario and Canada to respond to justice needs, the ongoing fiscal constraints in Ontario will continue to challenge us to allocate resources efficiently and effectively to address competing demands. This will require a dedicated focus on strengthening the capacity of our workforce so that our people, issues and resources are integrated to create and take advantage of opportunities for innovation. It also means directing our energies to develop evidence-based policy and legislative reforms aimed at modernizing the justice system, improving access to justice and optimizing scarce resources.



Political/ Legal/ Regulatory Our division must be responsive to a complex political, legal and regulatory environment. As such, we encounter increased demand internally and externally for higher quality justice services that are delivered in a timely and effective manner. This reality requires us to do better with the resources we have at our disposal. Enhancing and building relationships to avoid duplication of services is critical to delivering superior public services. Proactively responding to public expectations with innovative approaches to our work will require the exploration of both legislative and non-legislative solutions. It also requires us to be flexible enough to respond to challenges resulting from an evolving political climate and to stretch ourselves as public servants.

**Technology** 

Responding to the real time needs of our partners and the public means being courageously innovative in using technology to communicate and to engage our clients. Achieving the ministry's strategic priority to modernize and streamline processes and technology will ensure better coordination of IT resources and improve service delivery. Actively using social media and cutting edge technologies to create greater access to justice supports the government's commitment to open data, open information and open dialogue with citizens. This requires investments in training and skills development so that the multi-generational workforce can consistently provide value for money. There is also a need to invest in knowledge management in order to ensure that institutional capacity is preserved so that the organization can effectively evolve over time.

Industry/ Supplier By sharing and exploring service delivery responsibilities with non-government organizations, community-based organizations, law schools and others, we will create more transparent and inclusive decision-making processes. Such collaborative partnerships will help us to further focus on our mandate, as well as share accountability and risks with other organizations, all while developing a greater sense of joint responsibility to deliver on the public good.

People of Ontario/Clients

The people of Ontario deserve exceptional justice sector services. PATD must actively shift its thinking from managing stakeholders to working collaboratively as partners. To enable this outcome, we recognize and appreciate the need to engage and support open dialogue with the public, partners and stakeholders on law reform, service delivery, and increasing value for money. Open consultation with stakeholders and the public allows the division to enhance current processes and services to meet the justice-related needs of Ontarians.



#### **Ministry Vision**

An Innovative, sustainable and responsive justice system that inspires public confidence and upholds the rule of law.



#### **Ministry Mission**

To administer the justice system, protect the public and ensure legality in government. We accomplish this by fostering an inclusive environment that values service excellence, access to justice, accountability, innovation, and responsiveness to the evolving needs of Ontario.

#### **Ministry Priorities**

Modernize and streamline processes and supporting technology while maintaining core ministry functions.

Develop and retain a skilled and engaged workforce.

Promote accountability and value for money.

#### **Ministry Strategic Goals**

1. Enhance access to justice through increased channels of service to the public.	2. Develop efficient and technology- enabled business processes	5. Increase workforce flexibility and mobility.	6. Develop leadership management and professional skills	8. Instill a culture of continuous evaluation and improvement.	9. Improve evidence- based decision making.
3. Focus on core business.	4. Optimize allocation of human resources and physical infrastructure.	7. Become ar choice with	n employer of in the OPS.	10. Increase public reporting of outcomes.	11. Promote accountability across justice system participants

#### **Division Mandate**

To proactively support the ministry's vision of an innovative, sustainable and responsive justice system through: high quality and responsive justice and corporate policy services; strategic partnerships with our tribunal clients; and meaningful improvements in Aboriginal Peoples' experience with the justice system.



### **Our Strategic Priorities**

To deliver this mandate, we have identified four strategic priorities that will guide our work over the next five years. The following strategic priorities are aligned with the ministry's priorities of modernization, capacity building and accountability, and will contribute to the achievement of the ministry's 11 strategic goals:



Develop policy that is evidence-based, outcome-driven, fiscally responsible, inter-jurisdictionally harmonized, inspires public confidence, upholds the rule of law and supports service modernization.

- 2
- Through collaborative and strategic partnerships with our clusters and tribunals, associated policy ministries and ministry colleagues, seek to modernize Ontario's administrative justice system and deliver quality client services.
- 3

Work with government and Aboriginal partners to increase participation of Aboriginal People on juries and the ministry's capacity to address justice issues affecting Aboriginal Peoples.



Foster a culture of collaboration, maintain a professional workplace that respects diversity, inclusiveness and accessibility, support the learning priorities of our teams and strive to deliver client-focused quality service.



#### Strategic Priorities, Activities, and Success Indicators

1. Develop policy that is evidence-based, outcome-driven, fiscally responsible, inter-jurisdictionally harmonized, inspires public confidence, upholds the rule of law and supports service modernization.

This priority recognizes the fundamental function of the division in developing policy and legislation that upholds the rule of law and supports the Attorney General's role as the chief law officer of the crown. It does this within the guiding principles of Our Best Advice and strives to continuously improve and

t does this within the guiding principles of Advice and strives to continuously implementation modernize the justice system.

Continue to provide strategic,

Continue to provide strategic, legal and justice policy advice, and prepare legislative and regulatory materials to advance the government's justice policy and legislative agenda.

Strategic Policy

Policies and legislation meet the goals of government and divisional clients. Activities

Monitor
the evolving
legal landscape
and identify
opportunities for
law reform.

Law Reform

Success Indicators

Policy
development is
inter-jurisdictionally
harmonized, evidence-based,
outcome driven, fiscally sound,
upholds the rule of law and
is responsive to Ontario's
diverse population.

Promote within
the ministry and across
OPS ministries a "one window"
approach related to: a) Cabinet
Office liaison services to facilitate
effective policy and legislative
development; b) corporate policy
services that support MAG's
participation in FPT discussions;
c) inter-ministerial legislative policy
development informed through
strong partnerships and

One-window Services

communications linkages.

Client
satisfaction with the
responsiveness,
accessibility and timely
delivery of high quality
policy services and
programs through one
window approaches.

Effective
inter/intra ministry
collaboration on justice
policy development
affecting the justice
system, including policy
relating to adjudicative
tribunals and Aboriginal
partners.



#### Strategic Priorities, Activities, and Success Indicators

2. Through collaborative and strategic partnerships with our clusters and tribunals, associated policy ministries and ministry colleagues, seek to modernize Ontario's administrative justice system and deliver quality client services.

This priority demonstrates our understanding of the need to continuously enhance the administrative justice system and client service. We recognise that we are enablers and that our success is dependent on collaboration with many partners.

Through
collaborative
partnerships with clusters
and tribunals, lead sector wide
transformation initiatives, such as
co-location of tribunals, IT strategies
and solutions and administrative
justice reform that will further the
benefits of clustering and raise
awareness of adjudicative
tribunals in the overall
justice system.

Effective
coordination and
implementation of
transformation initiatives
that achieve enhanced
outcomes for clients
and the sector as
a whole.

Transformation Initiatives

a risk management
framework to identify and
mitigate risks, and to ensure
that: a) accountability obligations
are met; b) resource allocation
decisions are supported by sound
business cases; c) such decisions
are aligned with the strategic
priorities of the ministry
and the division.

Risk Management

Implement

Establish
Key Performance
Indicators to
measure the
outcomes of
clustering
tribunals.

Activities

Success Indicators

Measurable progress on modernization initiatives and administrative justice reforms.

Effective
operations within
established risk
management,
accountability and
financial/controllership
frameworks.



#### Strategic Priorities, Activities, and Success Indicators

3. Work with government and Aboriginal partners to increase participation of Aboriginal People on juries and the ministry's capacity to address justice issues affecting Aboriginal Peoples.

This priority demonstrates the division's commitment to enhancing Aboriginal Peoples' experiences with the justice system in Ontario.

Create

effective linkages within the ministry, across the OPS and with other jurisdictions to share knowledge/best practices regarding building relationships with Aboriginal partners and delivering responsive, evidence-based policy solutions that address Aboriginal justice issues and improve the way Aboriginal Peoples
experience the justice
system.

system.

system.

**Activities** 

Support the ministry and to the lacobuct to facilitate greater access to justice for Aboriginal Peoples.

Aboriginal Peoples.

Abordance of The lacobuction of the lacobuct government's response

Develop an approach for Aboriginal cultural awareness training within the ministry to facilitate a better understanding and respect of Aboriginal Peoples' cultures. Training will build trust and improve relations with Aboriginal partners, as well as encourage professional development. As development.

Original Awareness Training

Rebuild Aboriginal policy capacity and integrate Aboriginal perspectives to better assess the implications of policy decisions on Aboriginal Peoples, and thereby encourage a more inclusive, impartial and accessible justice system.

Aboriginal Policy Capacity

Implementation Committee operates effectively to achieve its mandate.

> Successful development of Aboriginal awareness/ cultural training approach for ministry staff.

Success Indicators

Policy advice demonstrates an understanding of Aboriginal justice issues/ perspectives and the OPS inclusion lens, and is informed by engagement and consultation with Aboriginal partners.

Improvements in inter/ intra-ministerial and cross-jurisdictional collaboration and information sharing on practices, relationship management issues and policy development affecting Aboriginal Peoples.



#### Strategic Priorities, Activities, and Success Indicators

4. Foster a culture of collaboration, maintain a professional workplace that respects diversity, inclusiveness and accessibility, support the learning priorities of our teams and strive to deliver client-focused quality service.

This priority recognises that we value and focus on our most valuable resource: our people. We will achieve success by encouraging more collaboration, respectful relationships and talent development within the division.

Implement a
professional
development strategy
focused on leadership and
cultural training, mentorship,
information sharing and
diversity, inclusion and
accessibility to enhance
competencies among
staff.

Starr. Strated

Develop
and implement
strategies to respond
to employee
engagement feedback
from the OPS
survey.

Activities

Bolster

Continue to provide responsive and high quality advice, administrative services and products to clients and partners.

Ajoh Quality Services

collaboration and build capacity through learning forums and enhanced sharing of information and best practices across the division and ministry via a PATD intranet site that will enhance access to training and collaboration tools, research reports and guidelines.

Aftion Information Sharing and Best Programme 1 of the collaboration of the col

Employee Engagement ratings exceed OPS results.

Increase
participation and
leadership in learning
programs such as
diversity and inclusion
events that enhance

awareness.

Increase
knowledge sharing
among staff, both within
the division and across the
ministry, as a result of
accessible information tools
via a well maintained
PATD intranet site.

Success Indicators

Client
satisfaction with
the responsiveness,
accessibility and timely
delivery of high quality
advice, services and
programs.



#### Policy and Adjudicative Tribunals Division

Assistant Deputy
Attorney General's Office

Justice Policy Development Branch

Jury Review Implementation Team Corporate Policy and Tribunal Relations Branch

Ministry of the Attorney General Adjudicative Clusters and Tribunals

Environment and Land Tribunals Ontario Cluster Assessment Review Board

Board of Negotiation

Conservation Review Board

**Environmental Review Tribunal** 

Ontario Municipal Board

Safety,
Licensing
Appeals and
Standards
Tribunals
Ontario
Cluster

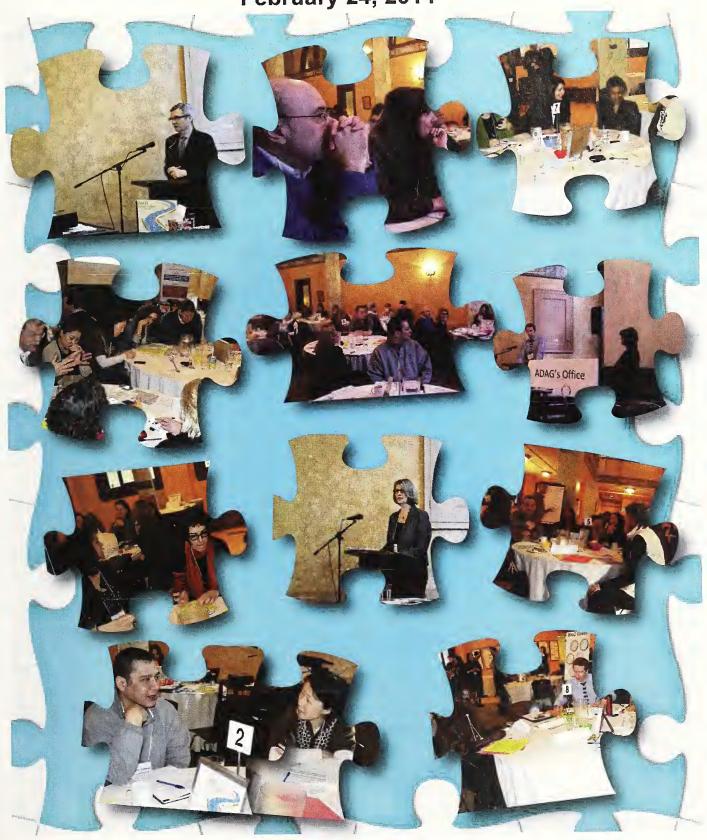
Animal Care Review Board
Fire Safety Commission
Licence Appeal Tribunal
Ontario Civilian Police
Commission
Ontario Parole Board

**Criminal Injuries Compensation Board** 

Social Justice Tribunals Ontario Cluster Child and Family Services
Review Board
Custody Review Board
Human Rights Tribunal
of Ontario
Landlord and Tenant Board
Ontario Special Education
(English) Tribunal
Ontario Special Education
(French) Tribunal
Social Benefits Tribunal



# Launch of *The Path Forward*February 24, 2014







#### Acknowledgement

This strategic plan is a reflection of the collaborative effort among all the staff of the Policy and Adjudicative Tribunals Division. The plan could not have been produced without everyone's participation. Special thanks goes to Valerie Cao, Saswati Deb, Ian Dyament, Karin Eisen, John Lee, Jason Niblock, Astero Patsali, Kiara Paylor and Adrienne Rogers, members of the Strategic and Business Planning Committee, for volunteering their time and energy to making the division's Strategic Planning Day a great success and for preparing the final written plan.

# Ministry of the Attorney General Policy and Adjudicative Tribunals Division THE PATH FORWARD - A Strategic Roadmap 2014-2019

		Po	licy and A	djudio	ative Tri	bunals	Ctentonia	Coss		Ministry of			
Valu	ies	About Us		Act	ivities			Core Purpose	Mandate	Goals	Priorities	Mission Vis	sion
Creativity	Respect Inclusion	Our Environment  New and intergenerational workforce  Need to collaborate with many diverse interests to deliver on the public good  Allocation of resources must optimize service delivery and efficiencies innovation through technology is necessary to improve access to justice and address diverse needs  Law reform continues to be a priority		Law Reform	One-window Services	Strategic Policy	Develop policy that is evidence-based, outcome- driven, fiscally responsible, inter-jurisdictionally harmonized, inspires public confidence, upholds the of law and supports service modernization.		To proactively support the ministry's vision of an innovative, sustainable and responsive justice system through: high quality and responsive justice and corporate policy services; strategic partnerships with our tribunal clients; and meaningful improvements in Aboriginal Peoples' experience with the justice system.	Enhance access to 2 Develop efficient justice through increased channels enabled business of service to the public. 2 Develop efficient and technology-increased channels enabled business of service to the public.	Modernize and streamline processes and supporting technology while maintaining core ministry functions.	Admini	
Integrity		ce erse interests to deliver ze service delivery and e ecessary to improve ac		<ul><li>Perform</li></ul>	Risk M	<ul> <li>Transfe</li> </ul>	o d	Support a modern and sustainable justice system that is responsive and fair to	ninistry's vision of an ini gic partnerships with ou	3 Focus on 4 core business.	rocesses and supporting core ministry function	Administer the justice system, protect the public and ensure legality in government. We values service excellence, access to justice, accountability, innovation, and re	An innovative, susta
Excellence	Collaboration	• • • • • • • •		Performance Measurement	Risk Management	Transformation Initiatives	Through collaborative and strategic partnerships with our clusters and tribunals, associated policy ministries and ministry colleagues, seek to modernize Ontario's administrative justice system and deliver quality client services.	sustainable justice sy	novative, sustainable a	4 Optimize allocation of human resources and physical infrastructure.		protect the public and llence, access to justic	inable and responsi
Efficiency	Trust	Our Partners  Clusters/Adjudicative tribunals  Aboriginal communities  Self-regulated professions  Other levels of government  Other ministries/MAG divisions  Central agencies					inistry	stem that is responsiv	and responsive justice meaningful improveme	Increase workforce flexibility and mobility.  Become an employer	elop and retain a skilled	ensure legality in gove ce, accountability, inno	ve iustice system tha
	Diversity	Our nals • • • •	<ul> <li>Enhanced Experiences for Aboriginal Peoples</li> </ul>	<ul> <li>Aboriginal Policy Capacity</li> </ul>	<ul> <li>Aboriginal Awareness Training</li> </ul>	<ul> <li>Facilitate Implementation of the Iacobucci Report</li> </ul>	Work with government and Aboriginal partner to increase participation of Aboriginal People on juries and the ministry's capacity to addres justice issues affecting Aboriginal Peoples.		t the ministry's vision of an innovative, sustainable and responsive justice system through: high quality and responsive justice and corpositategic partnerships with our tribunal clients; and meaningful improvements in Aboriginal Peoples' experience with the justice system.	Increase workforce 6 Develop leadership flexibility and management and mobility.  Become an employer of choice within the OPS.	Develop and retain a skilled and engaged workforce.	the justice system, protect the public and ensure legality in government. We accomplish this by fostering an inclusive environgular service excellence, access to justice, accountability, innovation, and responsiveness to the evolving needs of Ontario.	An Innovative, sustainable and responsive justice system that inspires public confidence and upholds the rule of law
Proactivity	Fairness	Our Success Indicators  Policy development meets government goals and clients' needs Increased collaboration, harmonization and improvements in po Strategic partnerships with stakeholders Increased awareness about Aboriginal cultural, diversity and inc Improved outcomes for Aboriginal Peoples within the justice sys Effective transformation initiatives and client satisfaction with se Increased awareness of the administrative justice system	ences for	Capacity	ness Training	entation Report	d Aboriginal partners Fr f Aboriginal People w s capacity to address are original Peoples.	the changing needs of Ontario's diverse population	ality and responsive justs' experience with the ju	8 Instill a culture of continuous evaluation and improvement.	Promote	accomplish this by fostering an inclusive environment that esponsiveness to the evolving needs of Ontario.	ence and upholds the
Courage		vernment go onization an ikeholders boriginal cul inal Peoples ves and clie yministrative	•	•	• ¤.c	•	oster a cultuorkplace tha ccessibility, s	erse populat	tice and corp stice system	evidence- based decision making.	accountabili	usive environs of Ontario.	rule of law.
Responsiveness	Accountability	Success Indicators Policy development meets government goals and clients' needs Increased collaboration, harmonization and improvements in policy development Strategic partnerships with stakeholders Increased awareness about Aboriginal cultural, diversity and inclusion Improved outcomes for Aboriginal Peoples within the justice system Effective transformation initiatives and client satisfaction with services Increased awareness of the administrative justice system	Employee Engagement	High Quality Services	Collaboration, Information Sharing and Best Practices	Staff Development Strategy	Work with government and Aboriginal partners to increase participation of Aboriginal People on juries and the ministry's capacity to address justice issues affecting Aboriginal Peoples.	ion.	porate policy services;	- public accountability sion reporting of across justice outcomes. system participants.	ty and value for money.	nment that	



Policy and Adjudicative Tribunals Division

# RESPONSIVENESS DEPENDABLE RESPECTING LUSIVE INSIGHT IMPARTIAL ADVICE REFT OF THE AMOUNT OF THE AMO



RESPECTFUN SADAPTRESPECTFUN SOCIAL JUSTICE RELATIONSHIPS INTEGRITY COPEN-MINDEDNESS EFFICIENCY

EXCELLENCE INSIGHTED STRATEGIC POLICY ADVICED BALANCED PERSPECTIVE TO THE TOTAL TOTA



